

# Presentation to Portfolio Committee

## SA Tourism Annual Report 2018 - 19

9 October 2019



SOUTH AFRICAN TOURISM

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# Overview of tourism performance in 2018-19



Freestate  
Bakkie, Farmstall







SOUTH AFRICAN TOURISM

## HEADLINE PERFORMANCE

APR - MAR

2018/19

# SNAPSHOT



International Tourist Arrivals  
grew by

-0.6%

to

10.4Mn

in the period April - March  
compared to the same period  
2017/18

The required annual growth  
rate to reach the target was

6.5%.

## INTERNATIONAL

### TOURIST ARRIVALS (Mn)

11.2

ANNUAL TARGET



10.4

Actual : Apr - Mar



## AFRICA



0.5%

Africa closed this period with a growth of 0.5%.

## REST OF THE WORLD



-3.8%



Tourist arrivals from the rest of the world  
declined by -3.8% in April - March compared to  
the same period in 2017/18.



North America



1.2%



Europe



-5.7%



Central & South America



3.2%



Asia



-0.7%

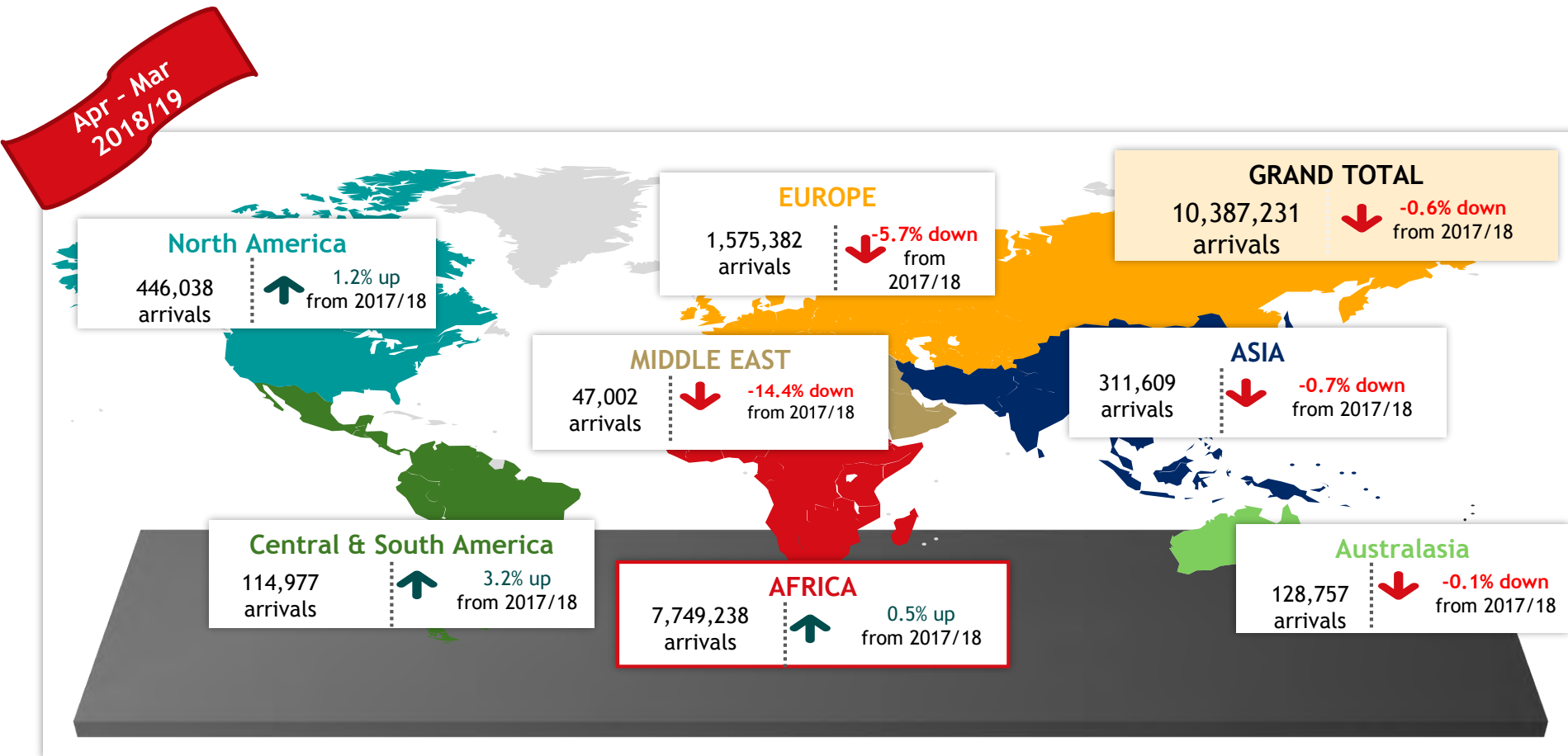


Australasia



-0.1%

International tourist arrivals to South Africa declined by -0.6% in 2018/19 compared to the same period in 2017/18. Growth was recorded from Africa, Central & South America and North America. The rest of the regions recorded declines in tourist arrivals



Source: Statistics SA Tourism and Migration reports



SOUTH AFRICAN TOURISM

# HEADLINE PERFORMANCE

## SNAPSHOT

### TOTAL DOMESTIC TRIPS

APRIL - MARCH 2018/19

The total number of domestic trips in the period April - March 2018/19

18.7 Mn



+12.7%

Increased compared to the same period in 2017/18. There was a substantial increase of people travelling for VFR purposes that's what seems to have contributed in the growth of the numbers.

## Domestic Holiday Trips

3.2



ANNUAL TARGET

3.0



ACTUAL: APR - MAR 2018/19

Holiday trips accounted for 16.2% of total trips.

Year to date performance is 14.8% better than the 2017/18 performance.

## MICE TOURISM

Accounted for

0.8Mn(4.4%)

of total domestic trips in April - March 2018/19.

167.1%

Up from the same period in 2017/18

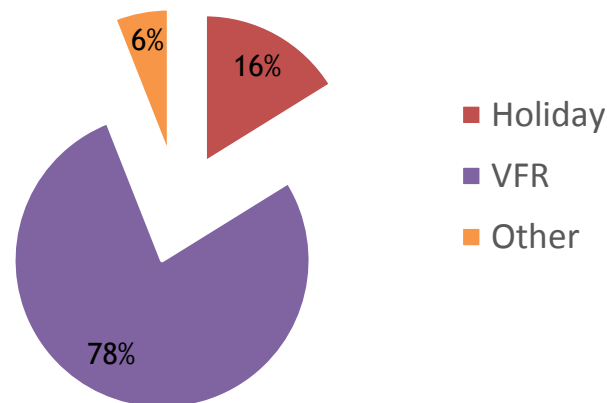
## Headline performance review - Domestic tourism

### % change in Domestic tourist trips

	2018/19 vs 2017/18
Total	12.7%
Holiday	14.8%
VFR	13.8%

- Domestic tourism performed well in 2018/19 with an increase of 12.7% recorded when compared to the same period of 2017/18. This performance was driven by a 14.8% increase in holiday travel, which accounted for 16% of total domestic trips. VFR increased by 13.8% and accounted for 78% of travel ( includes travelling for weddings and funerals).

### Domestic tourism trips by purpose



### TRIPS TO EACH PROVINCE

	APR - MAR 17/18	APR - MAR 18/19
Limpopo	25%	20%
Gauteng	18%	18%
KwaZulu Natal	14%	17%
Mpumalanga	15%	11%
Eastern Cape	10%	9%
Free State	4%	8%
Western Cape	7%	8%
North West	6%	7%
Northern Cape	2%	2%

# SANCB Performance 2018-19

## • BID SUBMISSIONS

- The actual bidding activities for the year resulted in 108 submissions.
- At the end of the year 42 were successful, 6 unsuccessful and 60 were still pending an outcome.

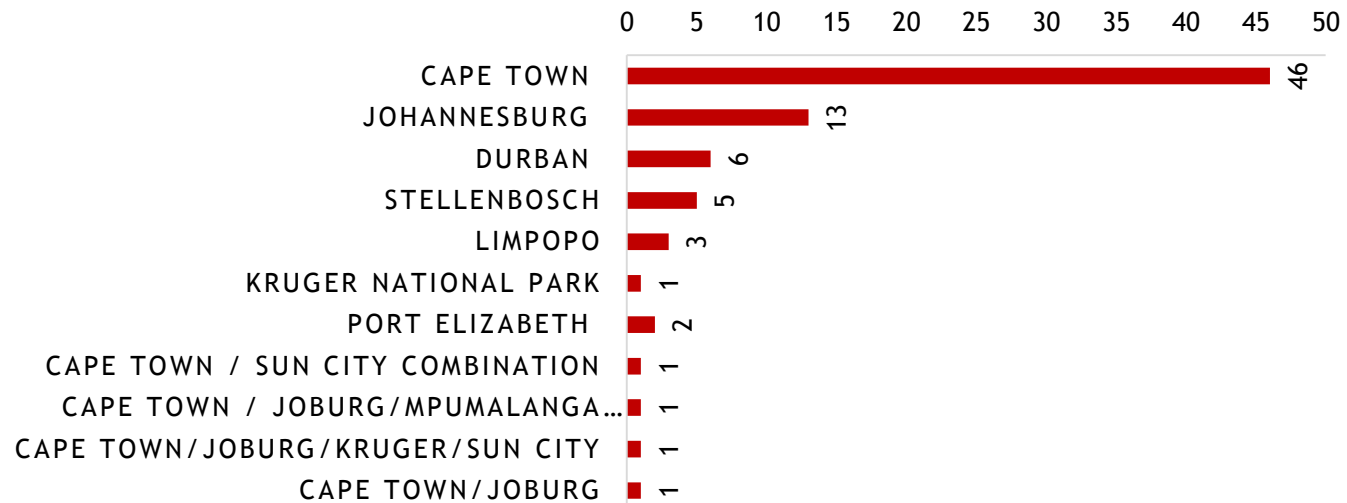
## • REGIONAL SPREAD

- The Western Cape area submitted a total of 54 bids,
- Gauteng 25 bids,
- KZN submitted 5 bids and
- there were 11 collaborative multicity bids submitted.

## • ECONOMIC SECTORS

- The leading economic sector for bid submissions are Medical and Life Sciences followed by Manufacturing and Education

## BID SUBMISSIONS PER CITY 2018-19

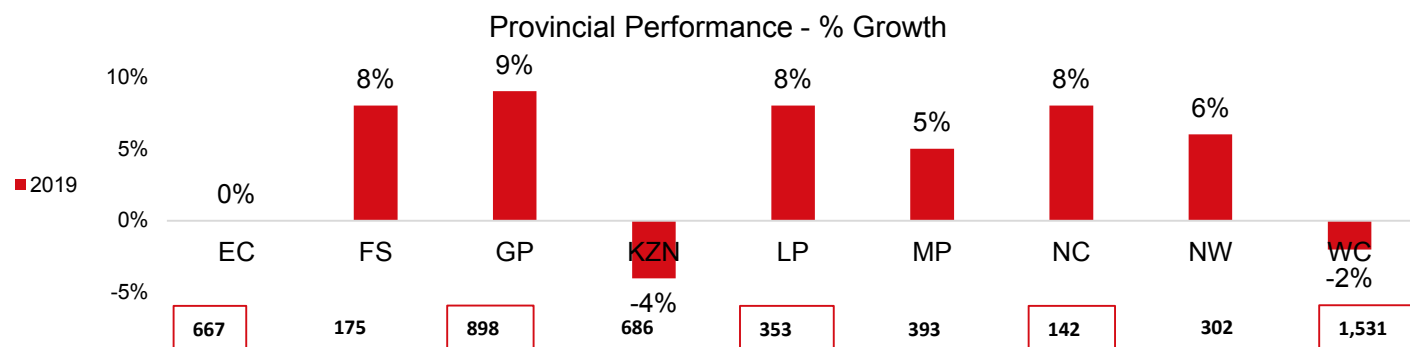




## Tourism Grading Performance 2018-19

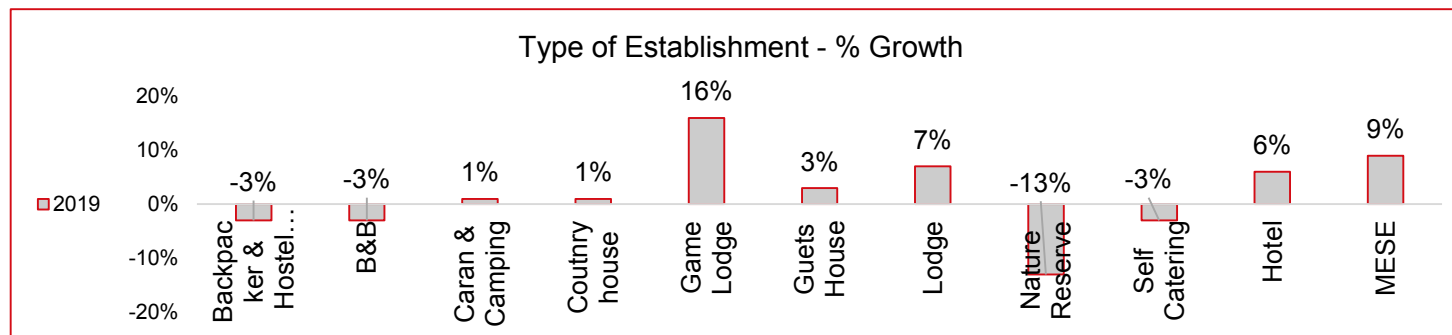
There were 5,147 graded establishments for the period ending 31 March 2019. This is a 2% growth compared to the same period in 2018.

- Lodges registered the highest increase (16%) followed by MESE (9%), Lodges (7%) and Hotels (6%)
- Gauteng had the largest increase (9%) in graded establishments followed by Northern Cape, Limpopo and Free State with 8%



- Growth in Hotels & Game lodges were recorded in all the provinces.

- WC declines were driven by declines in Backpackers, B&B, Nature Reserves and Self Catering.



- KZN declines were driven by B&B, Caravan & Camping, Guest houses and Self Catering



Freestate  
Bakkie, Farmstall



# Organisational Performance by Programme

South African Tourism has set a strategic goal of increasing the base of tourism by five million arrivals / trips during 2017-2021. This will ensure synergised efforts across the tourism sector towards contributing to inclusive economic growth

Goal

Increase tourism sector's contribution to inclusive growth by increasing the base of tourism by five million arrivals /trips during 2017-2021

Strategic Objectives

Strategic Objective 1:

To contribute to inclusive economic growth by increasing the number of international and domestic tourists

Strategic objective 2:

To contribute to an enhanced, recognised, appealing, resilient and competitive tourism and business events brand for South Africa across the target markets and segments

Strategic Objective 3:

To enhance stakeholder and partnership collaboration, both local and international, to improve delivery on South African Tourism's mandate

Strategic Objective 4:

To contribute to an improved tourist experience in line with the brand promise

Strategic Objective 5:

To position South African Tourism's corporate brand to be recognised as a tourism and business events industry leader in market intelligence, insights and analytics

Strategic Objective 6:

To achieve operational efficiencies in all activities, including human, marketing and other resources available to South African Tourism

**In 2018/19, South African Tourism achieved 15 out of 27 (56%) of its KPIs, made significant progress on seven and did not achieve five**

PROGRAMME	KPI	Performance
1. Corporate Support	<ul style="list-style-type: none"> <li>Staff satisfaction score achieved</li> <li>Percentage vacancy rate maintained</li> <li>Compliance with Employment Equity Act</li> <li>Unqualified audit report achieved</li> <li>B-BBEE-level achieved</li> </ul>	4/5 (80%) 1/5 (20%)
2. Business Enablement	<ul style="list-style-type: none"> <li>Stakeholder satisfaction score achieved</li> </ul>	1/1 (100%)
3. Leisure Tourism Marketing	<ul style="list-style-type: none"> <li>Number of international tourist arrivals achieved</li> <li>Total tourist foreign direct spend (R billion)</li> <li>Percentage geographic spread of international tourist arrivals achieved</li> <li>Seasonality index of international tourist arrivals</li> <li>Percentage brand positivity achieved</li> <li>Percentage brand awareness achieved</li> <li>Number of total domestic trips achieved</li> <li>Number of domestic holiday trips achieved</li> <li>Total domestic direct spend (R billion)</li> <li>Domestic holiday revenue (R billion)</li> <li>Percentage geographic spread of domestic tourists</li> <li>Percentage seasonality of domestic tourists</li> <li>Small and medium-sized enterprise (SME) attendance at South African Tourism tradeshow platforms</li> <li>SME participation for all South African Tourism hosting activities</li> </ul>	8/14 (57%) 5/14 (29%) 1/14 (14%)
4. Business Events	<ul style="list-style-type: none"> <li>Number of business events hosted</li> <li>Number of international delegates hosted</li> <li>Number of bids supported</li> <li>Africa's Travel Indaba and Meetings Africa revenue</li> </ul>	3/4 (75%) 1/4 (25%)
5. Tourist Experience	<ul style="list-style-type: none"> <li>Number of graded accommodation establishments</li> <li>Number of graded rooms</li> <li>Revenue collected through Grading</li> </ul>	2/3 (67%) 1/3 (33%)

- Target achieved/exceeded
- Not achieved, but significant work done (90-99%)
- Not achieved

# 2018/19 Organisational Performance Results: Programme 1

Programme 1. Corporate Support				
Key Performance Indicator	Annual Target	Actual achievement	Deviation from planned target to actual achievement	Comment on deviations
Staff satisfaction score achieved	3.4	3.4	-	Target achieved
Percentage Vacancy rate maintained	7%	7%	-	Target achieved
Compliance with Employment Equity Act	Compliance with Employment Equity Act	Employment Equity Plan submitted to the Department of Labour as per statutory deadline	-	Target achieved
Unqualified audit achieved	Unqualified Audit	South African Tourism received an unqualified audit report for the 2017/18 financial year from the Auditor-General of South Africa	-	Target achieved
B- BBEE-level achieved	Level 4	Level 8	-100%	Target not achieved. Of the four dimensions measured, South African Tourism scored poorly on socioeconomic development due to a change in the calculation for social responsibility initiatives



# 2018/19 Organisational Performance Results: Programme 2

Programme 2: Business Enablement				
Key Performance Indicator	Annual Target	Actual achievement	Deviation from planned target to actual achievement	Comment on deviations
Stakeholder satisfaction score achieved	4.1	3.6	-12%	Target not achieved. Stakeholders are less satisfied with South African Tourism's synergies to their business and marketing initiatives. Stakeholders felt that greater consultation and collaboration are required.

# 2018/19 Organisational Performance Results: Programme 3

Programme 3: Leisure Tourism Marketing				
Key Performance Indicator	Annual Target	Actual achievement	Deviation from planned target to actual achievement	Comment on deviations
Number of international tourist arrivals (in millions)	Financial year: 11.2 Calendar year: 10.9	Financial year: 10.4 Calendar year: 10.5	-7.1% -3.7%	<p>Target was not achieved because overseas markets underperformed. Safety and security concerns on the back of reports of crime against tourists contributed to tourists reconsidering South Africa as a travel destination. In response to these incidents, some European governments have advised their citizens about the risks of travelling to the country.</p> <p>The water crisis in Cape Town also contributed to the negative performance, with lower-than-expected travel bookings for the 2018 Easter period.</p>
Total Tourist Foreign Direct Spend (TTFDS) (in billions)	Financial year: 81.3 Calendar year: 79.6	Financial year: 87.4 Calendar year: 82.5	+7.5% +3.6%	<p>Target exceeded. In 2018/19, the average amount spent by tourists per trip in South Africa was R8 800, a 4.9% increase from the previous year. The increase in spend is due to the rand depreciating against the major currencies, including the euro, the pound and the US dollar, with international visitors getting more rands for their respective home currencies.</p>

# 2018/19 Organisational Performance Results: Programme 3

Programme 3: Leisure Tourism Marketing				
Key Performance Indicator	Annual Target	Actual achievement	Deviation from planned target to actual achievement	Comment on deviations
Percentage geographic spread of international tourist arrivals achieved	19%	20%	1%	Target exceeded because South African Tourism focused on including at least three provinces in itineraries. This has resulted in tour packages that include multiple provinces.
Percentage seasonality of international tourist arrivals achieved	1.35%	1.36%	-0.01% <sup>6</sup>	Target not achieved because fewer tourists visited the country during their peak seasons and arrivals from big source markets such as Europe decreased. The variance between the peak and low travel months was low and this contributed to the improved seasonality index. Ideal seasonality is 0%; the negative deviation indicates improved seasonality.
Percentage brand positivity achieved	39%	39%	-	Target achieved
Percentage brand awareness achieved	78%	77%	-1%	Target not achieved due to the vacancy of the Chief Marketing Officer position to drive the brand strategy.

<sup>6</sup>This is a percentage point change (the difference between two percentages), where 1% represents 100 basis points.

# 2018/19 Organisational Performance Results: Programme 3

Programme 3: Leisure Tourism Marketing				
Key Performance Indicator	Annual Target	Actual achievement	Deviation from planned target to actual achievement	Comment on deviations
Number of total domestic trips (millions)	Financial year: 25.5 Calendar year: 25.4	Financial year: 18.7 Calendar year: 17.7	-26.7% -30.3%	Target not achieved. Domestic tourism is linked to the country's economic situation. In 2018, economic growth slowed to 0.8%, down from 1.4% in 2017. Consumer price inflation averaged about 5% between July and November 2018 due to the rise in fuel prices. This increase in the cost of living for South Africans negatively impacted domestic tourism, which is largely considered a luxury purchase for South Africans.
Number of domestic holiday trips (millions)	Financial year: 3.2 Calendar year: 3.1	Financial year: 3.0 Calendar year: 2.6	-6.3% -16.1%	Target not achieved. Linked to the performance of the South African economy, domestic holiday trips were negatively affected by an increase in the cost of living in 2018.  To stretch the holiday budget, South Africans switched from taking holiday trips to staying with friends and family in 2018.
Total domestic direct spend (TDDS) (in billions)	Financial year: 27.1 Calendar year: 26.7	Financial year: 29.6 Calendar year: 26.4	+9.2% -1.1%	Target exceeded as domestic tourists spent more per trip in 2018. The average spend per trip increased by about 17%, more than the change in inflation in 2018. The increase in fuel prices and the resultant impact on the cost of other goods and services can explain the increase in spend on domestic tourism trips.
Domestic holiday revenue (billion rand)	Financial year: 8.3 Calendar year: 8.2	Financial year: 10.1 Calendar year: 8.2	+21.7% -	Target exceeded as South Africans who took domestic holiday trips in 2018 spent more than double what they spent on domestic holidays in 2017. This increase in spend is due to the increase in fuel prices and the resultant impact on the cost of other goods and services.

# 2018/19 Organisational Performance Results: Programme 3

Programme 3: Leisure Tourism Marketing				
Key Performance Indicator	Annual Target	Actual achievement	Deviation from planned target to actual achievement	Comment on deviations
Geographic spread of domestic tourists	12%	8.4%*	-3.6% <sup>7</sup>	Target not achieved as most domestic trips involve visiting friends and relatives. These trips are characterised as visits to one province where friends and relatives reside.
Seasonality index of domestic tourists	20%	15.7%*	+4.3% <sup>7</sup>	Target exceeded. The increase in travel outside of peak seasons resulted in improved seasonality.
SME attendance at SA Tourism Tradeshow Platforms	182	204	+12.1%	Target exceeded as focus has been placed to improve market access for SMEs by actively supporting SMEs participation at trade platforms. Africa's Travel Indaba again promoted the Hidden Gems platform that encouraged participation from 90 SMEs in 2017/18 to 135 in 2018/19.
SME participation for all SA Tourism hosting activities	25	35	+40%	Target exceeded due to a focus on including SMEs and specifically the Hidden Gems on itineraries developed by South African Tourism has resulted in tour packages that include an increased number of SMEs.

<sup>7</sup>This is a percentage point change (the difference between two percentages), where 1% represents 100 basis points.



# 2018/19 Organisational Performance Results: Programme 4

Programme 4: Business Events				
Key Performance Indicator	Annual Target	Actual achievement	Deviation from planned target to actual achievement	Comment on deviations
Number of business events hosted in South Africa	153	207	+35.3%	Target exceeded as a significant number of successful bids were supported by the SANCB and the industry in previous years, resulting in the increase in business events hosted in 2018/19.
Number of international delegates hosted in South Africa	86 006	87 457	+1.7%	Target exceeded as SANCB implemented delegate boosting activations and provided on-site event services to market secured conferences to potential delegates and provide on-site event services to enhance delegates' experience, improving the possibility that they return as leisure tourists.
Number of bids supported for international and regional business events	105	109	+2.9%	Target exceeded as SANCB worked to generate an increased number of leads for business events that were then successfully converted into an increased number of bids that were supported. There has been more focussed collaboration with provincial and local convention bureaus to support bids.
Indaba and Meetings Africa revenue (million rand)	R67 million	R56.3 million	-16%	Target not met. To encourage exhibitors to participate, discounts were offered on exhibition space, particularly to SMEs.

# 2018/19 Organisational Performance Results: Programme 5

Programme 5: Tourist Experience				
Key Performance Indicator	Annual Target	Actual achievement	Deviation from planned target to actual achievement	Comment on deviations
Number of graded accommodation establishments achieved	6 229	5 147	-17.4%	Target not achieved due to market trading conditions in the SMME space. Given the market conditions, small businesses have changed their business models to operate as Airbnbs.
Number of graded rooms achieved	135 262	125 411	-7.3%	
Grading revenue collected (million rand)	R 22.6	R21.7	-4%	Target not achieved as fewer establishments were graded than expected.

## Remedial actions to address KPIs

Programme	KPI	Plans to address non-achievement
1. Corporate Support	B- BBEE-level achieved	More focus on enterprise supplier development and socio-economic development. A BEE implementation plan with targets to be monitored on a quarterly basis will be developed.
2. Business enablement	Stakeholder satisfaction score achieved	A stakeholder framework has been developed and a dedicated resource has been allocated to assist in the management of stakeholder relations
3. Leisure Tourism Marketing	Number of international tourist arrivals (in millions) Total Tourist Foreign Direct Spend (TTFDS) (in billions) Percentage seasonality of international tourist arrivals achieved	South African Tourism and the Department of Tourism will continue to better utilize existing platforms to address regulatory issues that impact tourism growth. In addition, we have prioritised markets where we will focus on first-timers, repeaters, special interest groups through deal-driven campaigns, partnerships with OTAs and price-promotions with airlines. We will also launch a delegate boosting campaign that promotes packages to delegates who are attending confirmed business events to bring a partner. This ensures that we increase arrivals through business events.
	Percentage brand awareness achieved	SA Tourism will intensify its marketing investment by launching a refreshed brand campaign and realigning its media channels to ensure that we are present in the channels where our consumers are looking for information on destinations
	Number of total domestic trips (millions) Number of domestic holiday trips (millions) Geographic spread of domestic tourists	SA Tourism has strengthened its focus on domestic tourism and will be focusing on the VFR market to convert them to holiday trips and get these travelers to contribute to the tourism economy by participating in tourism experiences through day trips. We will also focus on day trips to drive revenue generated through domestic tourism. We will also identify national conferences and support with delegate boosting as well as use events to drive overnight packages

## Remedial actions to address KPIs

Programme	KPI	Plans to address non-achievement
4. Business events	Indaba and Meetings Africa revenue (million rand)	In order to improve SMME participation in the events, SAT has decided to remove collecting revenue but rather subsidize SMME's to encourage participation.
5. Tourist experience	Number of graded accommodation establishments achieved Number of graded rooms achieved Grading revenue collected (million rand)	<p>The TGCSA launched its integrated Marketing and Communications Campaign in November 2018, which focused on driving the value of star grading in both the consumer and trade space. Technological initiatives such as the partnership with WAZE were also added to enhance brand awareness. New campaigns will continue the work of positioning the Star Grading Benefits within the consumer space and the trade campaign will launch the new Grading Value proposition - "Accolades"</p> <p>TGCSA hosted a National Roadshow for members and stakeholders to launch the new Criteria in February and March of 2019. Great participation was achieved with approx. 1500 members and stakeholders attending the events in all 9 provinces. This roadshow was supported by the SA Tourism Domestic team and DT Incentives team which aiding in communicating and emphasising the far reaching benefits of Grading.</p> <p>The National Assessment team in association with the Accredited Assessors will continue with sales drives in association with the Provinces during the coming year. The team have a Sales and Membership drive planned for the KZN region to take place as a precursor to the Africa's Travel Indaba trade platform.</p> <p>Greater focus on developments with the Central Supplier Database (CSD) for National Treasury are gaining momentum. CSD integration with the TGCSA member database has been completed and testing finalised. The operationalisation of this process is underway with NT. This will have an effect on trade confidence as ought to generate new leads.</p> <p>The TGCSA Provincial Quality Assurance Specialists (PQAS) are located in the Provinces. PQAS are stationed in EC, WC, LP, GP and KZN and we note improved stakeholder engagement and participation with regard to grading which should affect the numbers.</p>

# Finance



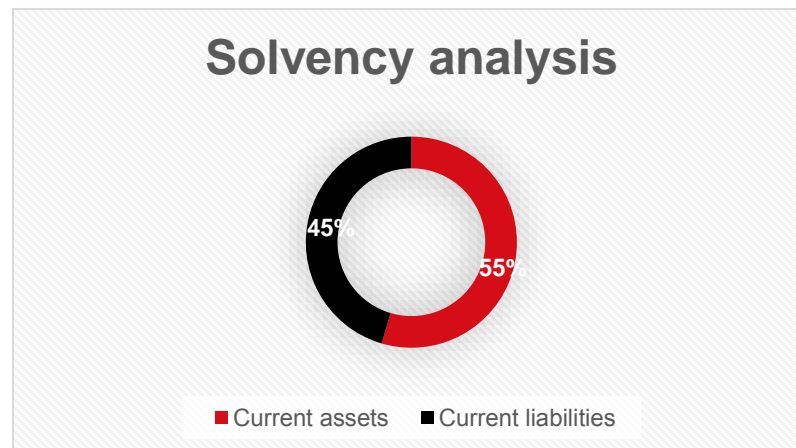
SAT is a going concern with:

- total assets of **R 733 mil** in excess of total liabilities of **R 611 mil**.
- with a liquidity of 1:1.1 stemming from current assets of **R 638 mil** and current liabilities **R 583 mil**.

### GOING CONCERN ASSESSMENT

TOTAL ASSETS  
R 733M

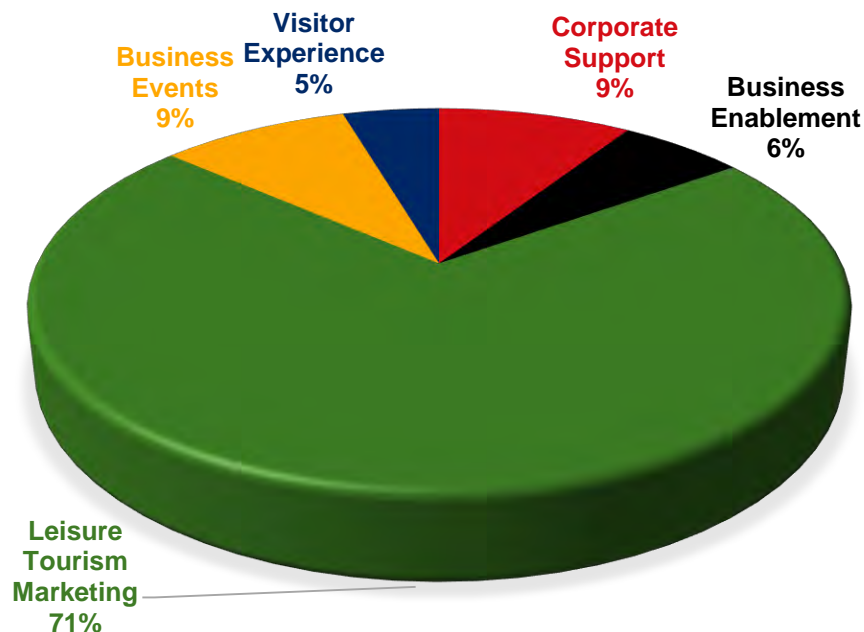
TOTAL LIABILITIES  
R 611M



## 2018-19 AUDITED FINANCIAL INFORMATION PER PROGRAMME

Name of the Programme	FINANCIAL YEAR ENDED 31 MARCH 2019				
	Approved	Audited	Variance analysis		
	Budget	Actual			
	(R'000)	(R'000)	(R'000)	%	
1 Corporate Support	132 271	132 219	52	0%	
2 Business Enablement	85 929	85 929	-	0%	
3 Leisure Tourism Marketing	1 026 270	1 025 010	1 260	0%	
4 Business Events	129 287	129 287	-	0%	
5 Visitor Experience	65 807	65 807	-	0%	
<b>Total</b>	<b>1 439 564</b>	<b>1 438 252</b>	<b>1 312</b>	<b>0%</b>	

### INVESTMENT PER PROGRAMME



South African Tourism uses accrual basis of accounting to prepare its annual financial statements in line with GRAP.

The table in page 76 of the annual report accounts for both cash and non-cash accounting entries resulting in an accounting deficit of R 49 355 000.

The reason for this are non –cash accounting entries of R 50,7m i.e. depreciation ( R 8.1 mil); unrealised foreign exchange losses ( R 42.5 mil) and lease accounting of R 21k.

Total accounting expenditure per financial is R 1 488 919 which is R 1 438 252 (cash) + R 50 667 (non-cash).

*Annual Report page 76*

South African Tourism financial, performance and compliance was audited by the Auditor General during the 2018-19 financial year. The controls in the Financial health and Human resource environment were assessed and found to be effective.

*Key areas of concern which had an impact on the audit report:*

- The material finding in respect of the usefulness and reliability of **Programme 4 - Business Events**
- The material findings on compliance with specific matters in key legislations are as follows:
  - Effective and appropriate steps were not taken to prevent irregular expenditure amounting to R98 577 225 as required by section 51(1)(b)(ii) of the PFMA. The irregular expenditure was due to non-compliance with National Treasury SCM Instruction Note 3 of 2016/17.
- The board instituted an investigation into allegations against the Chief Executive Officer of South African Tourism. At the date of this report the investigation has been concluded and the board was in the process of implementing the outcome of the investigation.

# AUDITED IRREGULAR EXPENDITURE FOR THE FINANCIAL PERIOD ENDED 31 MARCH 2019

Balance carried over from 2017-18 financial year: R 4 181 159 (Opening Balance)

## *Contract variation of grading plaque tender*

- Irregular expenditure incurred: R2 429 550.
- Action taken: Investigation and disciplinary action against employees involved.

## *Unethical behavior by employees:*

- Irregular expenditure incurred: R 1 751 609
- Remedial action taken: Investigation, disciplinary action resulting in the dismissal of both employees.

## **Audited irregular expenditure incurred in the financial year under review of R 94 396 066 ( Par 24 of Audit report):**

Contracts were extended or modified without the approval of National Treasury as required by paragraph 9.1 and 9.2 of National Treasury Instruction note 3 of 2016/17:

- The entity exercised the contractual extension clause without obtaining further approval from NT for 15% variation.
- Irregular expenditure for lead agency: **R 91 645 941.49** (R94 396 066 - R2 750 125)
- The balance of **R 2 750 125** irregular expenditure relates to variation of cleaning services , PR agency and security contracts.
- Remedial action taken: Possible systematic issue. Review entire population. Assess impact on multiple financial years.



KwaZulu-Natal  
Durban Coast



# Human Capital



## Vacancies per Level

Levels	2018/19	2018/19	2018/19	% of vacancies
	Approved posts	Number of employees	Vacancies	
Top management	7	6	1	14%
Senior management	16	16	0	-
Professionally qualified	96	88	8	8%
Skilled	70	64	6	9%
Semi-skilled	13	13	-	-
Unskilled	-	-	-	-
<b>Total</b>	<b>202</b>	<b>187</b>	<b>15</b>	<b>7%</b>



# Employment Equity

Occupational level	Male					Female					Foreign		Total
	African	Coloured	Indian	White	Subtotal	African	Coloured	Indian	White	Subtotal	Male	Female	
Top management, excluding non-executive directors	1	0	0	2	3	1	0	1	1	3	0	0	6
Senior management	3	2	2	1	8	5	1	1	1	8	0	0	16
Professionally qualified and experienced specialists, and middle management	22	0	2	3	27	27	4	2	5	38	8	15	88
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	11	1	0	2	14	25	4	4	3	36	6	8	64
Semi-skilled and discretionary decision-making	5	0	0	0	5	8	0	0	0	8	0	0	13
Unskilled and defined decision-making	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	42	3	4	8	57	66	9	8	10	93	14	23	187
Contract labour (including interns)	5	0	0	0	5	11	0	0	0	11	0	0	16
GRAND TOTAL	47	3	4	8	62	77	9	8	10	104	14	23	203



Western Cape  
Paternoster



# Governance

## Overview of governance

- South African Tourism is a Schedule 3A public entity established in terms of section 9 of the Tourism Act to market South Africa as a tourist destination. Its strategy and corporate plan align and comply with the provisions of the PFMA and, to the extent applicable, the King IV Report on Corporate Governance for South Africa 2016 (King IV).
- Its sole shareholder is the South African government, represented by the Department of Tourism and various parliamentary committees, which oversee its performance.
- The Board comprises 13 members, including a representative of the Department of Tourism. In accordance with the Tourism Act, the Minister of Tourism appoints Board members for a period of three years.
- The Board serves as the Accounting Authority of South African Tourism.
  - The Board is governed by the provisions of the PFMA, Tourism Act, Board Charter and other governance protocols.
  - Section 54 of the PFMA sets out its fiduciary duties and responsibilities.
- Four subcommittees help the Board fulfil its role:
  - Marketing and Commercial Committee.
  - Human Capital and Remuneration Committee.
  - Audit and Risk Committee.
  - TGCSA Awards Committee.



# Board Meeting Attendance

NAME	SPECIAL BOARD MEETINGS 7 MAY 2018	BOARD MEETING 23 MAY 2018	BOARD INDUCTION 3 JULY 2018	SPECIAL BOARD MEETING WITH MINISTER 27 AUGUST 2018	BOARD LEKGOTLA 14-16 SEPTEMBER 2018	BOARD RISK ASSESSMENT 27 NOVEMBER 2018	BOARD MEETING 28 NOVEMBER 2018	SPECIAL BOARD MEETING 23 JANUARY 2019	28 MARCH 2019
Pamela Yako (Chairperson)	Not yet appointed	Not yet appointed	✓	✓	✓	✗	✓	✓	✓
Tanya Abrahamse	✓	✓	✓	✓	✓	✓	✓	✓	✓
Thebe Ikalafeng	✓	✓	✓	✓	✓	✓	✓	✓	✓
Ayanda Ntsaluba	✗	✗							
Graham Wood	✓	✓							
Chichi Maponya	✓	✓							
Oregan Hoskins	✗	✓							
Michelle Constant	✓	✓	✗	✓	✓	✓	✓	✓	✓
Colin Bell	✓	✓							
Amor Malan	✓	✗							
Judi Nwokedi	✓	✗							
Mmaditlonki Setwaba	✓	✗							
Yacoob Abba Omar	✓	✓	✓	✓	✓	✓	✓	✓	✓
Enver Duminy	✓	✓	✓	✗	✗	✗	✗	✓	✓
Mmatšatši Ramawela	✓	✓							
Kate Rivett- Carnac			✓	✓	✓	✓	✓	✓	✓
Dawn Robertson			✓	✓	✓	✗	✓	✓	✓
Lindiwe Sangweni-Sidoo			✗	✓	✓	✗	✓	✓	✓
Mohammed Baba			✓	✓	✓	✗	✓	✓	✓
Ravi Nadasen			✓	✓	✓	✗	✓	✓	✓
Nomzamo Bhengu			✓	✓	✓	✓	✓	✓	✓
David Frost									✓
Monwabisi Fandeso*			✓						

\* Former Board chairperson resigned on 28 August 2018.

## Board Remuneration - 1 April 2018 to 31 March 2019 (former Board)

NAME	Travel	Remuneration	Other	Total
Tanya Abrahamse (Chairperson)	37 939.64	64 601.00	3 280.00*	105 820.64
Thebe Ikalafeng (Deputy Chairperson)	29 360.64	50 266.00	-	79 626.64
Ayanda Ntsaluba	-	8 634.00	-	8 634.00
Graham Wood	5 710.32	15 714.00	-	21 424.32
Chichi Maponya	14 699.82	19 110.00	-	33 809.82
Oregan Hoskins	-	15 714.00	-	15 714.00
Judy Nwokedi	24 948.78	13 872.00	-	38 820.78
Michelle Constant	64 235.10	66 252.00	-	130 487.10
Colin Bell	19 550.32	15 714.00	-	35 264.32
Amor Malan	15 937.32	10 476.00	-	26 413.32
Mmaditonki Setwaba	16 499.97	-	-	16 499.97
Yacoob Abba Omar	7 876.00	53 934.00	-	61 810.00
Enver Duminy	92 548.92	55 776.00	-	148 324.92
Mmatsatsi Ramawela	26 532.29	15 714.00	-	42 246.29
<b>Total</b>	<b>355 839.12</b>	<b>405 777.00</b>	<b>3 280.00</b>	<b>764 896.12</b>

## Board Remuneration - 1 June 2018 to 31 March 2019 (new Board Members)

NAME	Travel	Remuneration	Other	Total
Pam Yako	18 085.72	51 804.00	-	69 889.72
Dawn Robertson	7 876.00	-	-	7 876.00
Lindiwe Sangweni-Siddo	7 876.00	-	-	7 876.00
Kate Rivett-Carnac	36 011.47	41 904.00	-	77 915.47
Mohammed Baba	49 651.69	31 428.00	-	81 079.69
Ravi Nadasen	7 876.00	48 696.00	-	56 572.00
David Frost	-	-	-	-
<b>Total</b>	<b>127 376.88</b>	<b>173 832.00</b>	<b>-</b>	<b>301 208.88</b>



# THANK YOU

